The Evolving Changes in the Responsibilities of Records Management Professionals in Kenya

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Abstract: Records management/Information management is a common term in many organizations nowadays. Records Management is an organizational function committed to the management of records in an organization throughout its life cycle, from the time of creation to its eventual disposal. These include identifying, securing, storing, classifying, retrieving, tracking and destroying or archiving records. As noted in ISO 15489-1 standard, records management is the field of management in an organization tasked with the role of ensuring systematic and efficient control of all the records processes. The advent of 'the information society' has drastically changed things. An information society is a concept referring to a society based on information and knowledge. Although laws and regulations regarding records and recordkeeping may still be the same, information technology has an enormous impact on the way organizations and people communicate and carry out their business and as a consequence on how they document their activities. The roles of records management have undergone a tremendous transformation which has in some instances led to a mismatch between the learning institutions and the records management labour market. The contextual set-up of the study was Moi University, Kenyatta University, and 5 online job listing sites in Kenya. The study employed convergent parallel mixed methods research design. Qualitative and quantitative data was collected simultaneously using online questionnaires and key informant interviews. The research sample was 56 comprising of 2 key informants from the records management departments of Moi University and Kenyatta University and 54 alumni graduates of records management from the two universities who were selected using snowball sampling, and 20 records management job adverts. Data was analysed using Statistical Package for Social Sciences and Atlas.ti and presented in tables, diagrams, and graphs. The research revealed that there has been a significant shift in the roles of records professionals in Kenya over years. While other roles and responsibilities have become redundant, new roles are emerging for records professionals. These changes can be attributed to various factors including the increased relevance of records management in organizations, the evolution in ICT, legislation and the demographics of modern employees. The research further revealed that there is minimal consultation in curriculum review which makes it harder for the Kenyan records professional to adapt to the work environment.

Keywords: Record manager, responsibilities, records management, ICT, Kenya, labour market.

INTRODUCTION

Records management/Information management is a common term in many organizations nowadays. Records Management is an organizational function committed to the management of records in an organization throughout its life cycle, from the time of creation to its eventual disposal. These include identifying, securing, storing, classifying, retrieving, tracking and destroying or archiving records (ARMA, 2013). As noted in ISO 15489-1 (2016) standard, records management is the field of management in an organization tasked with the role of ensuring systematic and efficient control of all the records processes. Records management (RM) is an organizational function responsible for the creation and maintenance of a system to deal with records throughout a company's existence. Essentially, records management comprises anything that is or forms part of a business transaction (Baskerville & Dulipovici, 2006; Day, 1997). A record can be either a tangible object or digital information which is valuable to a given organization (International Council on Archives, 2018; Record Management, 2006). Records thus can be defined as the evidence of organizational transactions. Records management, on the other hand, involves all the processes involved in the management of records and information from the point of creation to the point of archiving or disposal. In the case of archiving, the process goes beyond just active and semi-active records (Buchanan, *et al*., 2017).

Records play a vital role in an organization. Most notably, records act as evidence of transactions that take place within the organization. There are so many activities going on in an organization at any time. Records prove the existence of the same and act as a vital input in times of decision-making within an organization. Additionally, records ensure the continuity of an organization, reduce operational costs and enhance the integrity of an organization. These key functions of records make it necessary for stakeholders and policymakers to invest in sound records management practices. At the core of all these are the record managers themselves.

BACKGROUND OF RECORDS MANAGEMENT IN KENYA

UNESCO developed the concept of harmonization as a basis for the training of information

professionals. The concept was based on the premise that: there are areas of knowledge and skills common to all the information sciences and this creates a common base for education and training and allows graduates flexibility in their future choice of careers (UNESCO, 1974). The Rosenberg report (Rosenberg, 1974) constituted the first comprehensive study on training needs carried out and implemented in Kenya. The aim was to enable the Faculty of Information Sciences (FIS), at Moi University, to identify the type, nature, and range of information-handling skills needed in Kenya to enable the Faculty to match curricula content with the required professional competencies. The report correlated two groups of training areas, shared and specific to certain categories of information professionals within the whole profession. The four broad categories of professions identified were archivists and records managers, librarians/document lists, information scientists/officers and publishers, booksellers and, printers (McCowan, 2014; Ocholla & Shongwe, 2013). Shared training needs were defined as those that all types of employers required, irrespective of job title and emphasized. These covered activities such as acquiring, organizing, updating, repackaging and disseminating information and included the ability to design, publish and print, analyse and provide writing and production of information in print and the audio-visual media.

The report noted that library/information science jobs involved other activities in related disciplines that called for training both in knowledge skills and attitudes. The professionals were, for instance, expected to be knowledgeable in record management, audio-visuals, printing, publishing and public relations. In addition, a positive attitude toward work, practical experience, the ability to set up a computerized database, retrieval capabilities, communication skills, computer skills, telecommunications knowledge, subject knowledge and knowledge of languages (other than English) were singled out as important to the profession. According to the report, there was a commonality of information skills and that many jobs, especially in the expanding markets, required applicants with a variety of competencies. This conclusion was in agreement with the concept of harmonization proposed earlier by UNESCO (Rosenberg, 1974).

Records management roles have evolved significantly over time, particularly in recent years as technology has advanced and the way that organizations create, use, and store records have changed. Historically, records management roles were focused primarily on the physical management of paper records. This might include tasks such as organizing and storing records, maintaining an inventory of records, and retrieving records as needed.

In recent years, however, the role of records management has become much more complex, as organizations have increasingly adopted digital technologies for creating, storing, and accessing records. This has led to the development of new roles and responsibilities within the field of records management, including:

- Electronic records management: This involves the creation, organization, and management of electronic records, including the development of policies and procedures for the proper use and storage of these records.
- Information governance: This involves the development and implementation of policies and procedures for the management of an organization's information assets, including both physical and electronic records.
- Data management: This involves the creation, organization, and management of data within an organization, including the development of policies and procedures for the proper use and storage of data.
- Information security: This involves the development and implementation of policies and procedures to protect an organization's information assets from unauthorized access, use, or disclosure.

Overall, the role of records management has evolved to become much more complex and multifaceted, as organizations have had to adapt to the increasing use of digital technologies and the need to manage both physical and electronic records in a secure and compliant manner.

Statement of the Problem
There is a lot of investment by various records management players such as the universities, the lecturers and even the students themselves. All these efforts are aimed at producing skilled and knowledgeable individuals prepared to be absorbed in the job market at the end of their training. However, many graduates end up jobless after all the toil in school, which leads to a lot of wastage of skills and knowledge. The Commission for University Education requires that there be a close working relationship between the players in the education sector to enhance productivity. However, there exists a situation where the RM

departments and the RM curriculum are on one side, while employers and the job market are on the opposite side. This is an unfortunate anomaly in a system that was meant to work together in harmony for the benefit of all the players. The future of achievements in records management education and training is anchored on curricula that are progressively changing to guarantee growing opportunities for the graduates (Caroleo, Ciociano, and Destefanis 2017; World Bank 2014). The curriculum plays an important role in how learners are taught. There is sufficient evidence that a progressive curriculum that is cognizant of the evolving market changes has a significant positive impact on the students' achievement (Matina and Ngulube 2019; Muricho and Chang'ach 2013; Sang, Muthaa, and Mbugua 2012).

There has been a tremendous change in the field of records management with regard to how things are done. This can be observed in the inclination towards the use of technology as opposed to human labour in several sectors of employment. However, the problem of a mismatch between what employers need and what records management departments offer is threatening these professionals and calls for a critical re-evaluation of how things are done and how they ought to be done for them to remain relevant (Makwae 2021). Records managers are at risk of becoming irrelevant if they do not keep up with the changing needs in the market.

PURPOSE OF THE STUDY

This study aimed to explore the evolving changes in the responsibilities of records management professionals to harmonise the records management curriculum and the labour market needs. The specific objectives of the study were to:

1. Explore the evolving changes in the responsibilities of records management professionals in Kenya;
2. Make recommendations on enhancing the employability of the records management professionals in Kenya.

Research Questions

In addressing the topic, the study sought to answer the following questions:
1. What are the evolving changes in the responsibilities of records management professionals in Kenya?

2. What can be done to align to enhance the employability of the records management professionals in Kenya?

JUSTIFICATION OF THE STUDY

The education sector, and particularly the records management sector, just like any other sector in Kenya, is facing so much streamlining. At the time of writing, there are barely 10 years to achieve both the Kenya Vision 2030 and the Sustainable Development Goals, of which Kenya is a signatory. Since the two focus on harmonising the university curriculum and labour market needs, this study was timely as the findings will help in aligning the Kenyan records management curriculum appropriately. Further, the research will guide records management professionals in identifying key skills and competencies that could benefit them in the long run.

LITERATURE REVIEW

The current world is characterized by ever-evolving technology. This is the same case with the technology that supports records management. There is a need for the industry to adapt to these changes to remain productive and relevant. Accurate record-keeping is essential for future generations to have the ability to learn from our history (Day, 1997).

The advent of 'the information society' has drastically changed things (Ocholla & Shongwe, 2013). An information society is a concept referring to a society based on information and knowledge (Isazadeh, 2004). Although laws and regulations regarding records and recordkeeping may still be the same, information technology has an enormous impact on the way organizations and people communicate and carry out their business and as a consequence on how they document their activities (Gray, *et al.*, 1996).

Records are no longer physical, but virtual entities, that can be accessed everywhere regardless of where they reside. Organizations are transitioning from analogue records to digital records or a combination of the two. Recently, the judiciary and the ministry of Land kicked off programmes aimed at digitizing all the court and land records respectively (Kibe, 2017; Ministry of Lands, 2018). As a result, the processes for managing records have to adapt as well, and this, in turn, impacts how archives, as one of the parties, should behave or act (Ard, *et al.*, 2006; Governance & Management, n.d.). A more risk-based approach to records management that adopts a business

perspective will be quite necessary (Volgenant, 2004). Such an approach implies such things as evaluating the meaning of information for business processes as well as the implication for public interest and good governance. Such an approach will eventually determine what information needs to be maintained and the length of time for the preservation. This knowledge will be helpful at the time of conducting records appraisals to determine how long particular records should be kept (Liewellyn, 2009).

The risks related to digital records are quite different from those associated with paper records. Records must be created properly right from the beginning, both conceptually with proper metadata describing the context, content, structure, appearance (and if applicable behaviour), and technically (for example, file format) (Volgenant, 2004). Redressing any shortcomings retrospectively is very costly if in any case it is possible. From another perspective, however, archives should recognize that technology also offers new options and solutions. If designed properly, systems may be designed such that recordkeeping can happen more or less automatically for instance (Lamb, 2015). This is the current practice in most corporate organizations in Kenya as far as records management is concerned.

Apart from the recordkeeping implications of information technology and the issues around the information object itself, at a higher level the new, still evolving network society also has a substantial impact on the records creating context and inherently on recordkeeping.

These developments are for instance:
- Increasing interconnectivity between the various business components;
- The continued thinning of the once glaring boundaries between organizations and between private and public sectors. Citizens want a single place where they can conduct all their business with the government. The Huduma Centre project in Kenya was initiated to put all government services under one roof;
- The shift of focus to business functions and processes rather than the organizational structure.
- The emergence of 'open data' and the impact it has had on archives. Open data is defined as data that can be freely used and shared by any person - subject only, at most, to the requirement to attribute and ShareAlike (Open Data Handbook, 2018).

- New ideas about the position of government as it rebrands to become smaller, smarter and more effective;
- Developments with respect to accountability, freedom of information and transparency;
- The continued budget cuts due to the financial crisis facing many organizations both in the public and the private sector (Séamus, 2003).

In terms of the processes involved, there is no difference between electronic transactions and paper transactions as they still need to be captured, managed and stored as well (McKinsey Centre for Government, 2012). Nevertheless, they are far more vulnerable as compared to paper records as they need to be carefully managed to preserve the authenticity and accuracy of such records (Duranti, 1999). Maintaining the accuracy and originality of electronic records has proven to be a task for information professionals. These are the greatest challenges faced by the record keepers of the modern era (Record Point, 2018).

These changes have had an impact on the record managers as well. The record manager is no longer just in charge of storing up papers on behalf of the organization but has been made an integral part of the business function in the organization. Record managers play a key role when it comes to critical issues like decision-making and budgeting. The aspect of personal liability has also been brought into the limelight while the ability to track activities makes the record manager responsible for all that takes place in the records centres.

RESEARCH METHODOLOGY
The research used mixed methods consisting of both quantitative and qualitative research approaches. Mixed-methods research focuses on the collection and analysis of both qualitative and quantitative data in a single study or even a series of studies. The research was descriptive in nature and sought to describe in detail the subject under research. The researchers employed a convergent mixed-methods design since the study collates various data from different sources. The targeted population comprised 196 students who graduated from Moi University and Kenyatta University with a degree in records management between 2011 and 2015, the heads of records management departments and the top five job listing sites in Kenya that listed job openings for records management professionals.

This research employed total population sampling for key respondents from the two universities.

Simple random sampling was used for job advertisement sites, purposive sampling for universities, job sites and years of graduation, and snowball sampling to follow alumni graduates. The respondents were two key informants (heads of records management departments) and 66 records management alumni graduates. The response rate was 100% for the key informants and 82% for the alumni graduates. Data were collected through semi-structured online questionnaires, structured interviews and content review of records management job advertisements. Data analysis was done using Statistical Package for Social Sciences and Atlas.ti software for quantitative and qualitative data respectively.

DISCUSSION OF FINDINGS

The study involved a total of 54 graduates of records management at the undergraduate level, 2 heads of records management departments of Moi University (MU) and Kenyatta University (KU) as well as 20 records management job adverts.

The study revealed that most of the respondents were from Moi University (57%). This is consistent with the fact from the two key informants that Moi University had a relatively higher population of records management students than its counterpart. This was established from the data provided by the key informants during the interview. This was also consistent with the graduation years where MU had more graduates in 2011, 2012 and 2015 while Ku had more graduates in 2013 and 2014 with 9 and 4 graduates respectively as compared to MU's 6 and 3 in the respective years. However, it is also important to note that MU was established earlier than KU.

With regards to positions of records management graduates, the study established a total of 18 positions from the respondents as shown in table 1.

Table 1: Current titles of respondents

Current title	Frequency			Per cent
	KU	MU	Total	
Archivist	0	1	1	1.9
Director	0	1	1	1.9
ICT Librarian	1	0	1	1.9
Information Management Officer	1	0	1	1.9
Information Officer	1	0	1	1.9
Knowledge Management Officer	1	1	2	3.7
Knowledge Manager	0	1	1	1.9
Knowledge Management Assistant	1	0	1	1.9
Librarian	1	0	1	1.9
Managing Director	0	2	2	3.7
Managing Partner	1	0	1	1.9
Principal Records Management Officer	1	0	1	1.9
Records Assistant	0	2	2	3.7
Records Management Officer	5	8	13	24.1
Records Management Supervisor	2	1	3	5.6
Records Manager	5	3	8	14.8
Records Officer	0	1	1	1.9
Senior Records Management Officer	3	10	13	24.1
Total	23	31	54	100.0

This translated to 3 respondents occupying one position each (given they were 54 respondents). However, a close analysis of the data shows that almost half of the respondents were occupying the positions of records management officers and senior records management officers, and accounted for 48% of the responses. This is consistent with the data from the job adverts where 75% of the adverts analysed were for the position of record management officer. This was particularly significant as the term "manager" depicts a certain level of recognition and responsibilities hence it can be said that record professionals are an important asset in companies.

Another position that was significantly mentioned in the responses was the position of records manager. While a majority of these positions seem different, there is a close linkage between them, for example, records management officer, records manager, records management officer I and senior records management officer. This showed that

there is no uniform title for records management professionals and each firm opts for the title that best suits them. Another interesting observation is the diversity in terms of areas of employment for records management graduates. While their specialization is records management, the results show that some are working as knowledge managers, librarians as well as archives managers. This covers almost the whole spectrum of information science except for media studies. Further, the research revealed that the position of Human Resources (HR) and administration assistant was advertised with the requirements of records management. This shows there is a link, to some extent, between the field of records

management and HR. This can be attributed to the fact that HR's are the custodian for a majority of records in an organization. The findings on the job market for record managers are similar to research that was done by Record Point (2019)and a report by ISO (2016) who established that the job market for record managers was quite wide and they could fit into several positions. However, this is not to be all celebrated as it also equally makes it easy for other professions to get into the records management space as per the case of HR. The job adverts that were analysed had 5 positions in total that required records management qualifications. This is presented in table 2.

Table 2: Positions advertised

Site	Adverts	HR & Admin. Assistant	Principal RM Officer	RM Officer	RM Officer I	Senior RM Officer	TOTAL
Brighter Monday	Advert 1	0	1	0	0	0	1
	Advert 2	0	0	1	0	0	1
	Advert 3	0	0	1	0	0	1
	Advert 4	1	0	0	0	0	1
Corporate Staffing	Advert 5	0	0	1	0	0	1
	Advert 6	0	0	1	0	0	1
	Advert 7	0	0	1	0	0	1
	Advert 8	0	0	1	0	0	1
Career Point	Advert 9	0	0	1	0	0	1
	Advert 10	0	0	1	0	0	1
	Advert 11	0	0	0	1	0	1
	Advert 12	0	0	1	0	0	1
Fuzu	Advert 13	0	0	1	0	0	1
	Advert 14	0	0	1	0	0	1
	Advert 15	0	0	0	0	1	1
	Advert 16	0	0	1	0	0	1
PwC	Advert 17	0	0	1	0	0	1
	Advert 18	0	0	0	1	0	1
	Advert 19	0	0	1	0	0	1
	Advert 20	0	0	1	0	0	1
	TOTALS:	1	1	15	2	1	20
	Percentage	5	5	75	10	5	100

1. Responsibilities of record managers at the workplace

The study established that the 20 job adverts had a total of 174 quotations for the responsibilities of record managers as shown in figure 1.
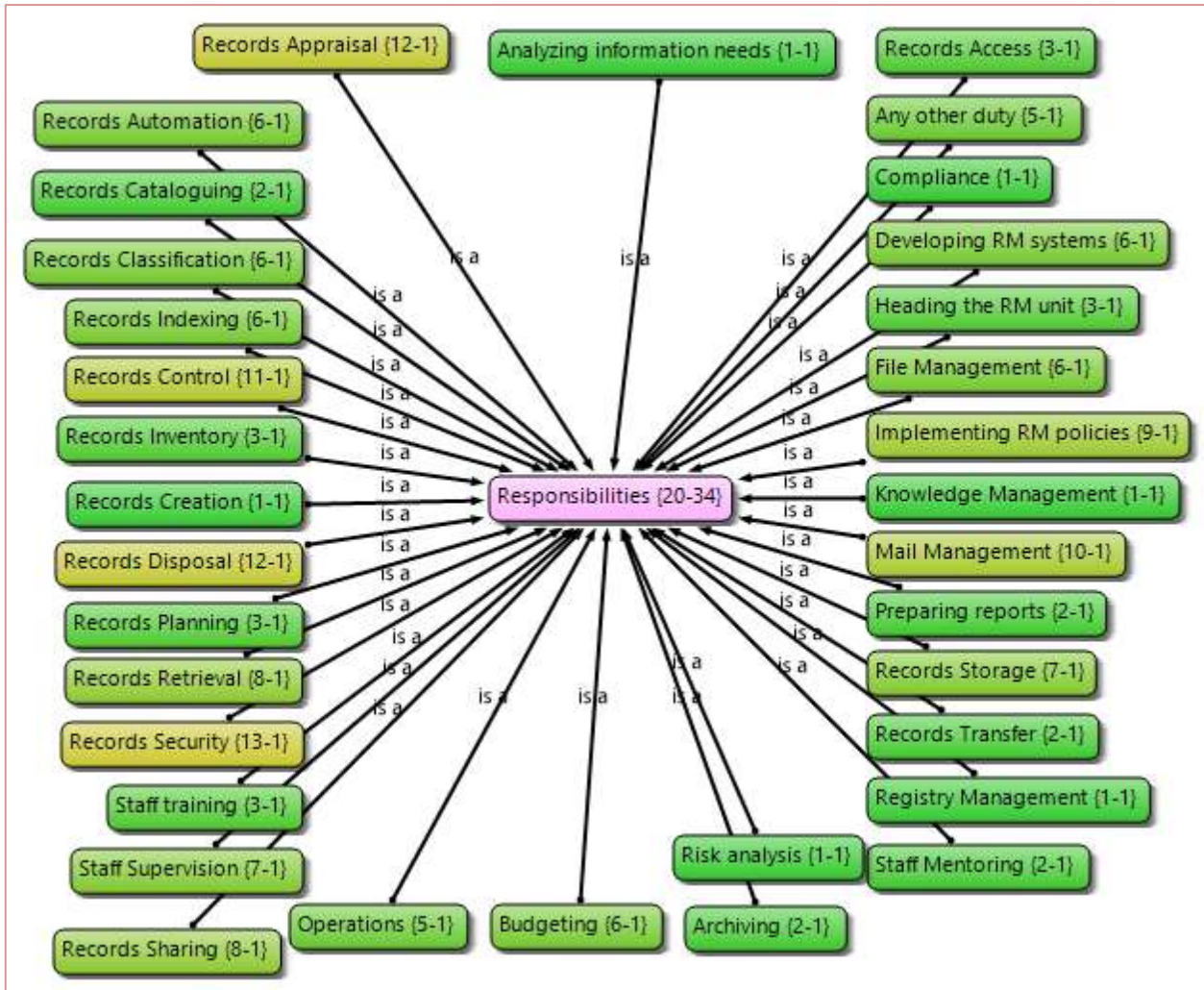
Figure 1: Responsibilities of record managers at the workplace

This means a typical records manager has an average of 9 responsibilities at the workplace. A total of 32 responsibilities were identified from the job adverts. The most popular responsibility for records managers was records security which was present in 65% of the adverts. Records act as evidence of transactions and hence the safety of records is a great concern of organizations hence the investment in professionals who ensure the security of records. The advent of Electronic Records Management Systems (ERMS) has necessitated the need to focus on records security by employers. In reviewing the impact of technology on records management, Rusnah (2006) established that the internet poses a serious threat to electronic records as it leads to the exposure of records to third parties. This is concurrent with these research findings that established the priority given to records security. The research established that the top priority for employers when hiring records managers is to ensure that records are safe through them. Other

top roles played by record managers at the workplace include:

i.   records appraisal which is important in establishing what to do with a particular set of records,
ii.   records disposal which entails archiving or destruction of inactive records,
iii. records control that deals with monitoring access to records and
iv.   mail management which is a popular mode of organizational communication.

However, some unique conventional roles were also identified by the research. These included:
i.   staff training,
ii.   budgeting,
iii. development and implementation of RM policies and
iv.   staff mentoring.

The cross-cutting nature of Information Science was also evident as one advert from CareerPoint had knowledge management as a role of record

managers, while another advert in Fuzu had an analysis of information needs. These are emerging areas which are gradually impacting the role of records management in organizations. In addition, 5 of the 20 primary documents had the role of "any other role" assigned to record managers. This shows the diversity of responsibilities for records managers.

2. ICT and Records management

The research further revealed that ICT has been a revolution in the field of records management with a majority of the respondents citing the integration of ICT into records management as the main change experienced over the years of employment. In a bid to cope with this, most records management curricula have incorporated ICT as part of the units to ensure that the graduates are relevant to the job market after school. The study established that 60% of the job adverts either include ICT skills or a certificate/diploma in ICT among the requirements for record managers. The revolution caused by ICT cannot be overlooked and especially in the era where most companies are going digital in their operations. As predicted by these researchers and evidenced by this study, records managers have had no option but to embrace ICT integration in records management. This finding is in agreement with that of Ilich (2017) who asserted that by 2030, companies that did not rely on ICT were in danger of being extinct or were extinct already by then. Another research

by OECD established that there is a thin line between ICTs as a substitute and a supplement (Organisation for Economic Co-operation and Development, 2016).

3. Changing responsibilities of record managers at the workplace

The study established that there is a significant change in the field of records management both with the curriculum and the workplace. The main drive for this change is the evolution of IT which in turn affects the responsibilities at the workplace. As technology keeps advancing each moment so does the workplace and hence the need for similar consistent change in the curriculum taught by universities. Therefore, the review of university curricula should be more involving and more regular to capture these changes. Additionally, this should be futuristic so that the students are always ahead of time. The dynamic nature of the responsibilities advertised indicates the wide range of responsibilities that are expected of records managers. An example is the responsibility of budgeting which requires records managers to have some financial knowledge so that they can effectively carry out this and other similar duties. These changes also call for corresponding changes and adjustments to the job descriptions. However, only 11% of the respondents had had their JDs reviewed between 2015 and 2021 as presented in table 3.

Table 3: Revision of JDs

| Response		Not revised	2015	2017	2018	Total
Yes	Count	0	1	3	2	6
	% of Total	0.0%	2%	6%	4%	11.1%
No	Count	48	0	0	0	48
	% of Total	89%	0.0%	0.0%	0.0%	89%
Total	Count	48	1	3	2	54
	% of Total	89%	2%	6%	4%	100.0%

The two universities each revise their undergraduate records management curriculum every four years, yet only 11% of the respondents said that they had had their job descriptions (JDs) revised since they entered their respective organizations. This was contrary to the previous findings that the revision of JDs was an activity that was being carried out more frequently by organizations (Rukwaro & Bii, 2016). Out of the 6 JDs that had been revised, 4 were revised before 2018. This finding revealed that the majority of the

employees work with outdated JDs which do not change as fast as the labour market. According to Bunyi (2013), most of the responsibilities in the government remain the same over time.

4. Skills set and competencies for records management professionals

The required skills and competencies by employers were captured from the job adverts and analysed using Atlas.ti. Figure 2 shows this information as extracted from Atlas.ti;
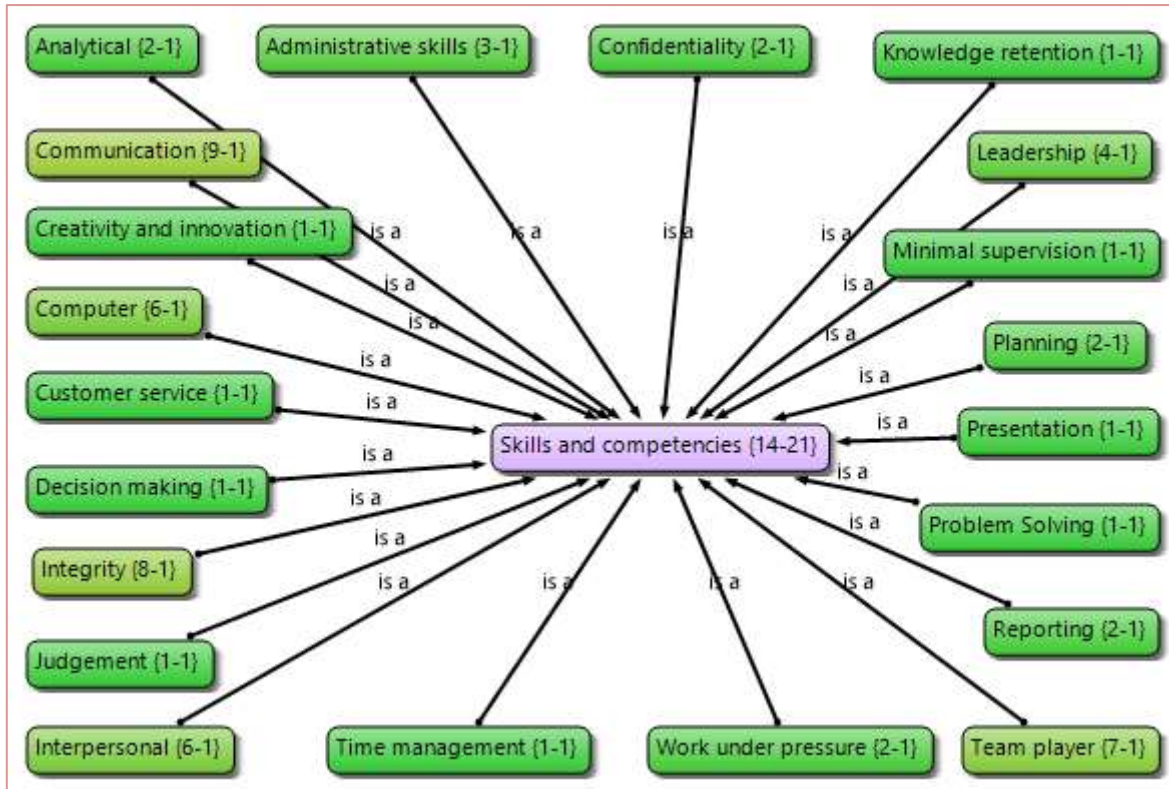
Figure 2: Skills and competencies required by employers

The study revealed that records management requires a number of skills and competencies for the professionals to effectively handle the roles. The most vital skills and competencies include communication skills, integrity, collaboration, computer skills and interpersonal skills. Apart from the skills listed above, the respondents identified relevant skills that they had acquired in the course of their work and that were necessary for them to perform their roles. Table 4 shows these skills and competencies.

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Table 4: Additional skills and competencies acquired by RM professionals

Additional Skill	Frequency			Per cent
	KU	MU	Total	
Communication Skills	2	2	4	10.8
Team work	1	3	4	10.8
Bar-code system	1	1	2	5.4
Electronics Records Capture	0	2	2	5.4
ICT technologies	1	1	2	5.4
Innovation Skills	0	2	2	5.4
Organizational Skills	2	0	2	5.4
Problem Solving skills	1	1	2	5.4
Project Management	0	2	2	5.4
Records Digitization	0	2	2	5.4
Customer Care	2	0	1	5.4
Data backup	0	1	1	2.7
Designing Records Management System	0	1	1	2.7
Email Management	0	1	1	2.7
Leadership Skills	1	0	1	2.7
Performance Management	1	0	1	2.7
Quality Assurance System	1	0	1	2.7
Record Centre setup and Management	0	1	1	2.7
Records Management Marketing	0	1	1	2.7
Records Outsourcing and Management	0	1	1	2.7
Records Policy Formulation	0	1	1	2.7
Records Staff Recruitment and Management	0	1	1	2.7
Total	12	25	37	100.0

CONCLUSION AND RECOMMENDATIONS

The study established that there is a significant change in the field of records management both with the curriculum and the workplace. The main drive for this change is the evolution of IT which in turn affects the responsibilities at the workplace. As technology keeps advancing each moment so does the workplace and hence the need for similar consistent change in the curriculum taught by universities. Therefore, the review of university curricula should be more involving and more regular to capture these changes. Additionally, this should be futuristic so that the students are always ahead of time. The dynamic nature of the responsibilities advertised indicates the wide range of responsibilities that are expected of records managers. An example is the responsibility of budgeting which requires records managers to have some financial knowledge so that they can effectively carry out this and other similar duties. These changes also call for corresponding changes and adjustments to the job descriptions. The top skills sought by records management employers include communication skills, integrity, team player, computer skills, interpersonal skills and leadership skills. The following recommendations were made from the research.

i. Structured collaboration between stakeholders. There is a need for continued and strategic collaboration between market players, learning institutions and the Commission for University Education when reviewing the records management curriculum. This will ensure everyone is at par in terms of the new developments in the field.
ii. Strengthening of Kenya Association of Records Managers and Archivists (KARMA). KARMA being the professional body for information professionals should be empowered to play its vital role in bridging the gap between employers and records management professionals in Kenya.
iii. There is a need to integrate ICT into the records management curriculum so that the graduates are equipped both in records management and ICT.
iv. The researcher recommends the integration of both technical and soft skills in the records management curriculum. The wider scope will

ensure that the information professionals are adequately prepared for the job market.

v. There is a need to review the curriculum and update it to accommodate the current units required of records management professionals. Specifically, the following units could be integrated into the curriculum.

Table 5: Predominant units in RM

Predominant Unit	Frequency			Per cent
	KU	MU	Total	
Electronic records management	6	4	10	17.2
ICT in Records Management	5	5	10	17.2
Project Management	1	3	4	6.9
Records Automation	3	1	4	6.9
Cloud Computing	1	1	2	3.4
Digital Preservation	0	2	2	3.4
Emerging Issues in Records Management	1	1	2	3.4
Records Management Policies	2	0	2	3.4
Records Management System	2	0	2	3.4
Archives Management System	0	1	1	1.7
Archiving Electronic Records	0	1	1	1.7
Classification schemes in Archiving	0	1	1	1.7
Comprehensive Archives Management	0	1	1	1.7
Development of Records Standards and Procedures	0	1	1	1.7
Ethics in Records Management	0	1	1	1.7
Health Records management	0	1	1	1.7
Information & Knowledge Management	1	0	1	1.7
Knowledge Management	0	1	1	1.7
Legal Records	0	1	1	1.7
Marketing of Records Management	0	1	1	1.7
Marketing Records Professionals	0	1	1	1.7
Planning and Implementing RM Projects	1	0	1	1.7
Practical Sessions	0	1	1	1.7
Procurement Records	0	1	1	1.7
Project Records	1	0	1	1.7
Records Customer Care	0	1	1	1.7
Records Digitization and Preservation	1	0	1	1.7
Records Management and Preservation	1	0	1	1.7
Records Staff Recruitment and Management	1	0	1	1.7
Total	**27**	**31**	**58**	**100.0**

LIMITATIONS OF THE STUDY

This study examined the curriculum as a sole contributor to a graduate's readiness for the labour market and as a relevant factor influencing performance at the workplace. The study covered the years between 2011 and 2015 and captured data from respondents who graduated between those particular years. As for the content analysis, the researchers are aware that many organisations have hired records managers during that period worldwide, therefore, the study was limited to a maximum of 20 advertisements for records management positions over the same period. The study also focused on Moi University and Kenyatta University for the key informants and alumni. Thus, there is a need to explore this further and look at other universities and other factors contributing to performance in the workplace.

Implications of the Study

With COVID-19 disrupting the status quo at the workplace, this study will be critical in reviewing the action points as we get to the new normal. The findings can be implemented by universities in tailoring their curriculum to suit the immediate and future market needs. Particularly, they can use this study to identify the paramount units that need greater attention. The Commission of University Education can also use these findings in making recommendations to universities to align their curriculum to the needs of the market. Employers can use these findings to seek more collaboration with institutions of higher learning.

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